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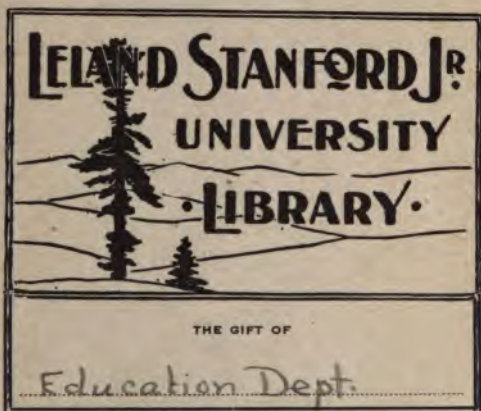
SUCCESSFUL
❏ SELLING

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SUCCESSFUL SELLING

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By
E. LEICHTER



FUNK & WAGNALLS COMPANY
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TO
DOCTOR HARTLAND LAW
AND
MR. HERBERT EDWARD LAW
OF SAN FRANCISCO, WHO INSPIRED THIS LITTLE
VOLUME, AND TO WHOM I WISH TO DEDICATE
IT AS A SMALL TOKEN OF APPRECIATION
OF THEIR SPLENDID LIFE AND
WORK, AND THEIR MANY
KINDNESSES TO ME

—*The Author.*

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SUCCESSFUL SELLING

I

THE MODERN ASPECT OF SELLING

SELLING is the art of conveying. The abstract goodness, or utility, of a thing does not measure its worth. Goodness, or utility, is multiplied as it is conveyed. An insignificant utensil, used by many, is a greater good than a superb musical composition which never reaches the public ear. The person who represents a good to the community, therefore, whether he be a delightful singer of songs or a clever carpet-layer, must be measured by two standards: What has he to give? How wide is his circle? Selling serves the latter standard. It represents the method of multiplying usefulness by widening its sphere. The obscure musician who improvises in the garret, and who either does not know how or does not choose to follow the method of reaching masses, is a lesser power for good than a Pade-

rewski who has added the art of selling to his primary art. Conservatism, or the withholding of the good, because of the possible non-comprehension on the part of the public, is no longer considered a virtue in this day of universal melting of the nations in thought and achievement. The impressionable public may be led to an appreciation of the better, and eventually of the best. This leading of the human mind is salesmanship. This art, like all arts, must be mastered for itself and by itself before it can become a useful vehicle.

The world to-day recognizes salesmanship as an art and a profession. The biggest prizes with which success can lure men go to the seller. He is king in the business world. Upon him depend the thousands upon thousands of faithful, conscientious workers who lack initiative, and the populace at large which needs to be lifted out of indifference, and an adherence to the old and worn, to new methods, applications and objects. The seller is a distinctively creative personality.

The discoveries of the centuries upon which we look with pride are not only the work of the inventive mind fired with the flame of genius, but are the reflex results of the world's demands. Sellers as much as inventors stand behind them.

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It was the sellers who rebuilt San Francisco after the great fire. The Panama Canal was sold and bought and sold again. Sellers have flooded our highways with the fleet automobile; they have bridged rivers and mountains and united nations. In their endless creations of desire for the new, the better, the sellers will shortly lift the populace into airships.

"I have bought," proudly says the possessor of the new lot, but the real estate man knows that the lot was sold.

It is not merely the personality of the seller which makes things happen, but the selling quality in him surges beyond him, and we read him in our street cars, we see him coaxing from our shop windows, he beckons from fence and billboard, in the newspaper and daily mail, and we see the night sky electrically flooded with him. He is at our side from sunrise to sunset. This is the age of the seller.

But tentative, unskilled selling is looked upon with contempt. The world has so high a regard for salesmanship, that it has no patience with a counterfeit. The man behind the counter who merely measures out the ten yards of cloth which the customer has come to buy, is not a seller, but a deliverer. To sell means to awaken a

desire for the hitherto undesired thing. If the customer takes with him more than he came for, the clerk is a seller. People may look with contempt upon the peddler, but they hold in high esteem the head of an automobile firm who daily sells costly machines with the independent air of one making an even exchange.

It is mediocrity, cringing, the mean attitude of the seller, that the world dislikes. The standard of excellence in selling is high.

All positions in the world which are recognized and honored have had to make their ascent against public antagonism. In exact ratio to the stubbornness of the fight, the apparent insurmountableness of the opposition, is the glory of the place achieved and the world's homage to the conqueror. The actor or musician was at one time considered merely a vagabond, and a father felt disgraced to have a son show talent in these professions, except as a mere accomplishment; the physician was once the charlatan; the business man the cheesemonger, upon whom aristocratic eyes looked with contempt. Note the change of public opinion.

Power, in its many forms dormant in men, awakens under attrition and opposition on the one hand and the urge of enthusiasm and inspira-

tion on the other. Nothing great comes from opposition only, nor from enthusiasm only. Achievement has paid its price in the overcoming of obstacles; in unwaveringly alining accomplishment with inspiration. The world represents the opposition, the friction. Whoever looks for ease in accomplishment will be disappointed, or else fall into fixt mediocrity. The daring of the human mind is the generative principle of progress. Therefore, the world depends upon the creative faculty while it opposes it. The achiever overcomes inertia and compels opposition to serve his desire. This is true whether he deal with matter or mind. This truth in its highest aspects represents salesmanship.

The profession of selling has wound its way slowly, laboriously to the top. It has to-day the widest circle of usefulness and opportunity. Its range is endless in that it does not limit itself to any one line of human need. Its victories are never completed, but are always being won, always advancing and enlarging.

Thousands can attract the attention of the populace. The power to interest is not uncommon. Many may create a negative or waiting desire. But he who can make the desire

positive, active, is the true seller. The world always had a place for him, even tho his position was obscure and unrecognized, his power unguessed. In this age we are not merely accomplishing, but comprehending accomplishment itself and measuring the accomplisher. Thus it has come to pass that salesmanship is a recognized art, pregnant with unthought-of possibilities.

II

REQUISITE QUALITIES

THE true selling quality is a creative quality. It is the irresistible force within that molds situations and conditions to a definite end. As the artist sees the finished, rounded form in the crude block of marble, so the achiever conceives his object in the indifferent or antagonistic mass of the world.

In dealing with the individual mind, complex and prejudiced by preconceived ideas, it is the joy of the seller to awaken a desire which has lain dormant in the prospective buyer and which, when awakened, will override its own opposition.

The creative faculty may deal with many things. It may produce a thought on canvas or in sounds; it may make the desert blossom or span a continent. In selling, it deals with the human mind directly, and its results are direct and instant.

A requisite for good salesmanship, when one has developed the creative impulse inherited by

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concise
concise*

all, is sensitiveness. As a rule, he is the best adapted who believes himself to be least adapted. Man is not capable of taking his own measure as to fitness for a certain work unless he has had rough proof of experience.

Self-confidence is preached to us nowadays almost as the totally sufficient requisite for all accomplishment. And still, accomplishment must precede, in part at least, true self-confidence. The child does not begin walking, reading or other accomplishment with perfect confidence in his power. Investigation, urged by an inborn outreaching, rather than confidence, begins his action. In the kindergarten children are beguiled to investigate, experiment and construct. Bright, pleasing objects tempt their enterprising sense. A play is made of it all, until the mind becomes interested in some accomplished feat.

Nothing equals the joy of finding that one *can*, and the joy is increased by the surprize of discovery. When it is a surprize no longer, but an expectation, then confidence is born, and not till then. Surprize is worn out by repetition. And while the joy is thus lessened in one way, it is heightened in another and better by the attainment of confidence. The discovery that

one can do a thing leads to the aspiration to do it better. That is a principle of growth. Practise improves the performance by adding skill, and increases confidence by developing conscious strength. The thing really intended by an emphasis of self-confidence is to show that it will bring annihilation of self-consciousness. Courage involves self-forgetfulness, a complete concentration on the act to be performed.

The impossibility of self-measure before experience is the root of the joy of investigation and daring. Great men have felt the call of greatness, but rarely at first saw the way. Precisely because of this it is difficult for the youth to decide upon his vocation. Often an attempted line proves disappointing. Even Goethe, who was fully conscious of his greatness, believed that he could express it in pictures, and distrusted his ability to write. "Do your work," great men say to us, but we, being inexperienced, have answered with a sigh, "Where and what is our work?"

It rarely occurs to sensitive persons that they have one of the vital qualifications for successful salesmanship. Sensitiveness is the quality which enables one to feel one's own mind, and therefore feel the mental condition of others. One

of the greatest sellers in this country was an extremely sensitive young man. He was always bothered with his awkwardness, his shyness, and suffered intensely before every contemptuous look or word. He sold books to make his way through college, and at first, every attempt to sell was agony. If he had been given the choice between a whipping and the ringing of the doorbell, he would gladly have taken the whipping; but the determination to earn an education made him ring the bell. He asked for a glass of water time and time again before he could get himself to present his business. One day, as he walked alone down a country road, he thought about his own sensitiveness. He arrived at the conclusion that if he possessed a power which could torture him so much, it must be a great power, and might be turned to the helping of him instead of to the torturing of him, because it should give him sympathy, insight and understanding, which are the most potent of all forces in human relations. From that day on he began to rise. He realized that his sensitiveness was a power turned inward, and that it must be turned outward. He found that sensitiveness properly used made him feel how people felt, and prompted him to say the right

word at the right time. After some practise he rarely made mistakes in the manner of talking, in the length of his stay, and in the arriving at true conclusions. No system or method can help in such things. Innate sensitiveness is the truest of guides, and if it be remembered that the right word at the right time, and the right conclusions, are the backbone of success in salesmanship, it can be understood that sensitiveness is of supreme value.

Thoroughness and perseverance are, of course, necessary, as they are for any attainment worth while, but the specific qualities necessary in salesmanship are sensitiveness and its natural concomitant, a wide sympathy.

The person who does not feel himself particularly sensitive can nevertheless achieve the best results in salesmanship by persistent application to his work, and by careful observation of the facial expression of the prospective purchaser. This expression, if well read, will lead the seller to the same conclusions, tho a little more slowly, as does sensitiveness. Watchfulness is, in fact, an external sensitiveness.

The great teacher is experience. No book can take the place of that efficient educator. But the gathered experiences of the many are offered

as suggestions to the beginner. The rules given in the schools for salesmanship are avoided. A beginner, loaded with rules and systems, is often doubly handicapped in that he must attack a new work while weighted with the armor of protection and overloaded with weapons of attack. His personality is lost, and his hands and arms are too unskilled and weak to use the weapons effectively, so that it all has a tendency to bear him down. The partly experienced seller may adopt a new rule effectively, but the beginner must start with the act, not with the rule. The mother tongue is first heard and talked by the child, later, at school, he studies grammar. The purpose of this book is to awaken the slumbering selling ability in the reader's mind and to lead him to action in the way most befitting his nature and abilities.

III

THE APPROACH

THE art of selling itself is merely a means; the objective point is the benefiting of the purchaser. That incidentally the seller, too, is benefited, is not in the consciousness of the real seller any more than the fee he receives is in the consciousness of the singer or lecturer when he gives his best to the audience. If the seller can not conceive that the sale will be beneficial to the buyer, a true sale is an impossibility, and the art of selling sinks into mere cunning. A cunning, too, which will defeat itself, in that its results will be as deficient as the motive. The merit of the object for sale, and the seller's comprehension of this merit as it affects the buyer, is taken for granted in this treatise.

Selling has its gradations. There are the direct and the indirect, the single and the multiple seller. The direct seller has a definite object or thing to place into the possession of the customer or within his means. The indirect seller—the advertiser or lecturer—does not usually

himself close the transaction; his results depend in part on others. The single seller depends upon his own efforts alone, and hence his results are limited to his day capacity. The multiple seller is the one who creates sellers, and managers of sellers, so that his own capacity, and with it his business opportunities, are multiplied again and again. He is the man we find at the head of all our large business organizations. He is the greatest seller of all.

The one who is a good single seller is often a poor multiple seller; likewise the good direct seller may be a poor indirect seller. Many able persons who have honestly attempted salesmanship have believed themselves failures because they happened to be placed in the wrong angle of the profession. There are men who are great multiple sellers at the head of large organizations, who direct and stimulate thousands of minds, and in whom true salesmanship has become a thing of the blood, who would be mediocre if placed in a country parlor selling a book to a farmer's wife. A lesser man may do better with that. But the good single seller may grow to be the best of multiple sellers. It all depends on the focus. If a camera is adjusted for the near, there will be a blurred picture if a distant

and wider view is attempted. And if the camera is set for the large and distant, the detail of the near picture may be blurred. But the same mechanism is producing all the pictures. The same principles underlie the results.

The indirect seller may be mediocre in the direct sale. In private conversation the lecturer may never rise to any height, and you may leave him wondering why he has the reputation for eloquence. But hear him when he is on the platform and the listening crowd draws from him all he has to give, and you will recognize his power. Some sellers, like advertisers, can sell best on paper, and are weak before people.

There are some sellers who can perform well every feat of salesmanship; they can sell to the crowd and to one, produce the sale in writing or in lecturing.

Each person has his specially strong qualities. He will have to grope with experience awhile until he finds what he can do best in salesmanship, and how he can best do it. Then, too, it must be remembered that perseverance is necessary to manifest even the best talent.

In all forms of selling, the approach to the mind—the opening—is of great importance. It is not advisable for even the seller on the smallest

scale to interview a stranger without having paved the way for the meeting and inserted some wedge of interest. Managers of selling, or sellers themselves, can introduce this wedge in the way which happens to be applicable to the business in hand: Either by previously sending out letters or printed matter to the possible customers; by gaining initial interest in the mass through a lecture; by interesting clubs or societies, or special lines of trade; or by making the single interested person the nucleus of business by creating in his mind a desire to spread the good which he conceives his purchase to represent. If the sale has been well made a customer is pleased with his acquisition and is glad to think of others who would be equally pleased. In this way the single direct seller, who works on the least productive plane, has, from various sources, lists of persons upon whom he may call without the difficulty of lack of introduction. The name of the trade, society, or the interested person, or the letter or literature previously sent, serves, when properly mentioned, as an introduction of the seller.

The seller must not imagine that his work consists in forcing a mind from antagonistic to friendly ground. Any such exertion, backed by

nically arranged argument or heated discussion, is futile. The human mind can not be forced, pulled, or pushed. In even the slave thought is free. The mind accepts precisely what it is ready to accept, and rejects what it feels like rejecting. A mother scolded a four-year-old for soiling his fingers by playing with soot. The child stubbornly continued to play. The mother, exasperated, whipt the boy. Overcome by pain, he sobbed: "You can dop me, but you can't dop my t'ink." Mentally the child continued the play. That mother, with all her exertion and unpleasant and wearing excitement, did no more than check a little child's fingers.

A wiser mother held a sturdy boy on her lap while riding on a car. The boy had been indulging in chocolate creams, as face and hands testified. There was a half-emptied box of chocolates on his mother's lap. He clamored for more. The mother was gentle and quiet. She did not respond to his demand, nor did she forbid. She decided that he must have no more chocolate. She pointed out a horse and cart which were coming up the street, and said interesting things about what might happen to the horse and cart, and while doing so she wiped the chocolate from his face and disposed the box in her bag. The boy's

mind was with the horse, and when the horse was out of sight, she told him an interesting story. The boy laughed in glee, and the mother, too, was pleased. Without any expenditure of energy, the gentle woman had done a great thing. She had moved a mind.

To begin an interview aright means to get into harmony with the accosted mind. To do this it is necessary first to get in harmony with self. The difficulties are always within the skull. If one is blue, discouraged or doubtful, one must do that which makes one feel naturally strong and cheerful, whether it is to take a nap or to go fishing. It is a waste of time to attempt selling while in an adverse mental condition. Lesser work may be done fairly well under depression, but selling never. The world responds electrically to cheer, just as it does to sunlight. But whatever cheer is brought, it must be real; real courage, genuine enthusiasm. Imitations, and external counterfeit artifices are useless. Truth will not hide nor will externalities pass for it.

The other mind must be met with interested attention. The object is to learn what it may please the prospective customer to hear. Every look and suggestion must be harmoniously accepted. The seller talks softly, directly, alertly,

sympathetically, quickly, or slowly, just as he feels that it will be agreeable to the other mind. In many books on salemanship rules are given as to what to say to the person who is either worldly, emotional, or intellectual. But the seller who can truly decide just what kind of person he is talking to carries the best guide for conversation right within himself, in his intuition born of sympathy. Furthermore, people are so much mixed in blood and variant in temperament that the typical person is rare; and beyond all that, it must be remembered that the seller's personality draws forth specific qualities from the other mind. The most intellectual person may show merely his worldly or emotional aspects before certain people; so that altogether one is more at sea with rules than without them. Studies are primarily good for the expansion of consciousness into self-knowledge, and an understanding of cause and effect in general ways.

The approach to the sale may be studied reflectively any hour of the day even when selling is not done. One can acquire mastery of this art without having a selling interview. In the attempt to swing wholeheartedly with each situation and condition of life the necessary control for salemanship is gradually acquired. There must be

no friction in the interview; just open-minded learning and accepting.

Sympathetic and, therefore, comprehending attention will lead people to express what they themselves had but vaguely thought or felt before. This is the condition of being "in touch."

The beginning of the sale, which provides so simple and almost negative a part to the seller, is yet the corner-stone of the sale. If the beginning is good, the way is well paved.

People can be sold to only in the way they are ready to be sold to. If the seller doesn't know, therefore, what a person's readiness is, there is no use beginning the sale. If it is the object of a pianist to please some one with his playing, is the problem not solved before he begins if he learns the person's musical taste? Following his own inclination only, or what he thinks will please, he may play Wagner when ragtime is the only thing that can give pleasure.

The seller must assume the lead in the sale. But let this not be confusing. It must not be *his* lead, tho he leads. He must first learn the lead from the other mind, and then strongly, positively carry it. The carrying of the lead will be discust in the next chapter. This chapter deals with the finding of the lead.

It has been the experience of sales-managers that beginners who were fired with purpose and filled with a good deal of vocabulary in praise of their subject, failed because they had much to say and were eager to say it. They depended upon their own eloquence or vigor, and created barriers requiring much skill to break down. The approach to the mind must be light, almost passive. Even a tragedy which intends to stir the mind to its depths will begin lightly, easily, adjusting itself at first to the neutral mind of the theater-goer. When the curtain rises a smiling maid may do something inconsequential. Unimportant things are said. If a murder scene flashed on the eyes of the audience with the first rise of the curtain, people would feel inclined to leave the theater; but gently led by the development of the play, they will accept a double murder in the third or fourth act, and give applause.

No gardener sows the seed before he has prepared the soil. A sermon makes an impression because the mind has been prepared. Peace and harmony are established by the quiet of the church, by music, and prayer.

The preparation and the finding of the lead do not necessarily take time. Sensitiveness acts with lightning rapidity. Horse sense makes the

horse leap or draw back when the rider's decision would come too late. This adjustment to the mind of the prospective purchaser includes necessarily the quickest of sales in that the hurry was suggested by the purchaser himself.

In the sale of a hat the taste of the seller plays no part. It makes no difference which hat the seller considers a becoming one; he must be guided right at the outset by every suggestion which comes from appearance, manner, or expression of the prospective purchaser—his way of dressing, his personality, the displeasure or approval he displays in glancing at the various hats. The observant seller can almost accurately lead to the hat that will suit.

Another way of making the successful approach clear to the new seller's mind is to say that his personality and all he may have to impart must be subdued, surrendered, in meeting the stranger. He must be cheerful and alert merely in the way of tuning himself, as it were, to the mood of the customer. This must be studied every hour of the day.

All arts are intrinsically alike. The mastery of one gives the key to the mastery of every other. In learning to play the piano, the first thing taught and practised is the acquirement of

a loose wrist. Strength and manner of execution come later. The same in fencing—first, the loose wrist; in singing—first, the loose throat. Swimming could be readily learned if people had the knack of perfect relaxation which would make sinking impossible.

The seller's function is to lead the mind from a distant, vague view-point to a clear, desire-awakening one, and the mind must be led through itself. The seller must, therefore, have a mental hold of the mind before leading is possible. The blind man must first put his hand trustingly into the hand of his guide before he can be led to the goal. If the guide runs ahead, or thinks he is following without feeling the grip of his hand, he misses his object.

Perhaps some illustrations of the opening of skilful interviews in the direct, single sale, will emphasize the points made and lend a suggestion:

A postcard was received by a business house asking that literature explanatory of their product be sent to a certain Mrs. —— at a certain address. A skilled seller carried the explanatory book instead of having it go by mail. She arrived at the address. She stood before a tall, gray apartment house, the basement of which, according to the number, was occupied by the

prospective purchaser. She rang the bell, and the door was opened, but hesitatingly and gingerly, by a thin, tired woman, who looked out of sorts with the world. The seller briefly and directly introduced herself and gave her reasons for calling—no more.

"Oh," said the customer, grudgingly, "that was all a mistake! I am sorry that a card was sent to you. My husband did that while I was ill. He thought I needed these things then, and wrote for information. I would have stopt him if I'd been able. I'm better now and will buy nothing. I am very sorry, indeed"—tauntingly—"that you should have troubled yourself."

The seller warmly touched the woman's thin hand. "Don't say that! It's my business to do just this, and I'm glad I came. Of course, I'll take the book away if you say so. And I'm sure your husband, who must be very kind, won't want you to buy one thing that you don't like. I'm glad you're better."

The seller had a very sweet voice.

A softened look responding to a heart-throb came over the tired woman's face. The seller and the prospective purchaser exchanged a glance which brought them into mutual understanding.

"By the way," said the seller, shaking hands, "take this little book. It will not obligate you and it may be useful."

"Won't you come in and rest a moment?" asked the tired woman.

A sale was made.

An experienced seller was asked to call on a business man, with the information that it would not be possible to have an interview except during the very first hour of the morning, before people began to come in. The seller was in the office before the business man arrived. It was an open office with many desks distributed in a spacious hall. The morning's mail lay piled up on the prospective purchaser's desk. Men in different occupations were moving or standing about. Privacy, usually so essential to the sale, was out of the question.

The busy business man was a crisp, short, dominant sort, with a set chin. His searching eyes took in every detail of things and people about him. As he entered the office, evidently in a hurry to reach his mail, he did not take kindly to the interruption of the seller's introduction.

"I'm in a very great hurry," said the seller, as quickly as the business man would have talked, "so I can give you but a moment, sir."

He stated his business rapidly and directly. The perfect conformity to the way of the business man made the latter for the moment unconscious of the annoyance of the interruption. His mind was open and could be impressed with the presentation made by the seller.

IV

THE PRESENTATION

THE presentation has within it the technique of the sale, and is, therefore, in part, mechanical. A mechanical method in salesmanship is usually distasteful to the beginner, the more so if he has spontaneous selling ability. Nevertheless, the technique must be mastered. It consists of a clear, favorable, and comprehensive description of the object for sale. This must be made the seller's own description, memorized by him, every word of which he must feel to be the right word in the right place. It must be polished, balanced, comprehensive, and simple. Flaubert, the French master, and Robert Louis Stevenson, would spend hours, days even, to find the right word or words to describe a thing, realizing that there was but one word or group of words that could accurately describe it. Every object to be sold has a vivid description perfectly fitting it, beside which all other descriptions are flat or wordy.

A perfect mastering and delivering of the description, however, may mean total failure of the sale. The spirit which makes the sale does not lie in the description, but must be put into it. The description is the locomotive finely fitted to draw the train, but without the power in the engine the train merely blockades the track.

In order to infuse the presentation with that which accomplishes the sale, the seller must have enthusiasm. If he is in doubt about the purpose and value of the object for sale, because of lack of intimate acquaintance with it, or because he knows of other things as good or better, he should not attempt to sell it. Success in selling means concentration on the one thing and exclusion of all other things.

The mere conviction that the object for sale is better than any other thing of its kind will of itself produce some sales. This fact is at the bottom of the disinclination to master a mechanical presentation, and it proves the tremendous power and necessity of sincerity. Nevertheless, mastery of the technical presentation must be insisted on. All other success is haphazard and uncertain.

During the middle ages a society of the Meistersingers kept alive and rigidly enforced the

technique or harmony of music. In Wagner's opera, "*Die Meistersinger*," hearts go out in sympathy to poor Walter, who is anxious to join the society because of his love for Eve. Eve is the daughter of one of the members, and she is to be given in wedlock to the Meistersinger who will render the prize song at the next Meistersinger festival. Poor Walter can not strive for the prize unless he become a member of the society. That meant a knowledge of all the rules of harmony. Walter is a musician by nature and feels that he can win admission by force of his spontaneous musical power, which he believes above all rules. He steps into the circle of the sedate masters, and, glowing with ambition for Eve's sake, sings what is in his heart and what the birds of the forest have taught him. They are glorious, wild melodies. But the masters continue to sit sedate and unmoved; and behind a drawn curtain, where the critics sit, scratching little sounds of chalk drawn sharply over the blackboard announce the failure of Walter. The critics are noting every mistake in harmony. Walter is refused membership. He is unhappy, but the idea of Eve in a rival's arms spurs him on to fight and win. He studies hard night and day, until he masters the laws of harmony. He

is admitted, and at the time of the Meistersinger festival, he renders the first song, but this time developed and perfected by harmony. The prize is his. Eve becomes his bride.

This symbolizes success. It implies painstaking preparation. Let us not do less in salesmanship.

The seller must thoroughly know the thing he has for sale. And he must clearly convey this understanding to the prospective purchaser. There must be no flaws in the simple logic of the presentation. The reason of the listener is ever alert to find flaws and start an argument, and the description in its faultless simplicity should carry a logic so sound that it requires no modification. Qualifications and explanations are apologies for flimsy logic. On the face of it, then, the right kind of a presentation can not lead into the pitfalls of argument. Argument threatens the sale, and should be carefully avoided. Bravery in defeating argument will not win; clever avoidance may. The simple, invulnerable presentation is pleasing to reason.

Emerson declares that if an argument were backed by the greatest authorities in the world, it might still be wrong; but if backed by running water and growing grass, it were undeniable.

The simple logic backed by the running water and the growing grass is as comprehensible to every one as it is powerful. Let the seller launch himself squarely on the simplicity of the unqualifying, logical presentation.

In a certain city the rock bottom ice of its river is tested in the following way: A number of men armed with blunt, stout clubs, leave the shore, stepping on the frozen river. They swing their clubs and land a heavy blow on the ice before them. If the ice does not crack under their blows, it will surely not crack under their feet, and so they venture another step ahead. They cross, first testing, then stepping, until the other shore is gained. If the ice cracks at any one point they run back.

Thus, in the interview, does the customer constantly strike with a mental club, testing the bottom solidity of the seller's logic. Argumentation is the cracking which will send the testing one back to his starting-point.

Through the logic of the presentation, each step must be carefully taken, and the seller must be sure that the customer is with him mentally, and not lagging behind. No burden should be placed on the attention. Where comprehension hesitates, there must be a pause, the lead being

perfectly adjusted to the buyer's ability in following. The sensitiveness which guides the approach must be kept alert. A buyer may nod as if understanding or agreeing, and yet sensitiveness may inform the seller that his statement was not comprehended.

Interruptions which arise in the mind of the customer simply indicate that the grip on his mind is not being maintained. Where there is real interest in the subject discussed, extraneous thought can hardly slip in.

Only suggestions can be given for the handling of external interruptions.

If the door-bell or telephone rings, calling the customer away, the seller must not allow the interruption to come into his own mind, but he must hold his mind to the thought expressed just before the interruption. This concentration of his own mind and the lack of attention to what goes on about him will discourage the purchaser upon his return from expressing a conclusion or any other thought leading away from the subject in hand. The seller may then quickly re-express the idea under discussion before the interruption occurred, and the customer may be led right back to the presentation.

The interruption of some one coming in must

be handled according to the mood of the purchaser. If the purchaser looks pleased to see the visitor, and introduces the seller, the presentation may be continued, the visitor being drawn in. If the customer's expression and manner suggest displeasure at the interruption, or embarrassment, or hesitation, the seller should wait till the caller is gone or quietly make an appointment for another interview.

Any disturbance during the presentation may be counteracted by greater concentration on the part of the seller and by paying no attention to the disturbance, or, if possible, deliberately overcoming it. A creaking door or a draughty window may be closed. One may also overcome a disturbance by adopting it. For instance, the nagging child may be drawn right within the seller's arm or seated upon his knee, if there offers no better way. A seller must weigh a disturbance and quickly decide which of the above ways is best in the handling of it.

So much for the logic of the presentation and the handling of its interruptions. Now a word concerning the mental atmosphere which may be helpful or injurious to it.

The quiet waters of a lake reflect clearly in sunshine. If the quiet of the lake is disturbed, the

reflection is more or less blurred. If the sky is cloudy, the reflection is dim.

In drawing the simple picture of logic to be reflected in the other mind, let the seller see to it that the mind of the buyer is not disturbed, and let the seller supply the mental sunshine which illumines.

But the logic of the sale does not make the sale; let the seller remember that. At best, it merely opens the door wide for the real effort. The sale is made, let it be whispered, to the child in man. This child hides itself, sometimes most obscurely, behind a barricade of reasons, of acquired manner, and many adult attributes. But, after all, it is the child that dares, that ventures, and that loves the new and untried. The analytical and defensive part of reason guards and experience checks, but the child peeps wistfully at the new toy. To put analytical reason off her guard by pleasing with simple logic, is the aim of the logical presentation. When the seller has accomplished this, he may address the child. This address to the child in man is the real sale-making. The child listens most earnestly to a story or illustration and to the heart-note. Let there be no more reasoning. Let the seller's heart speak now. He has created the sympathetic listener.

V

THE CLOSING*

THE closing must immediately follow the successful presentation.

The closing of the sale is the thing upon which the inexperienced seller looks with dread. He fears the difficulty of it, his inability to rise to it, and the indifference of the purchaser. The closing of the sale is, of course, the culmination of all the work done, and it proves all prior work as futile or worth while. The interview uncrowned by closing the sale means not only time and effort spent without returns, but, worse than that, it frequently means that the purchaser has been turned against the object, inasmuch as the presentation, not having created the desire in him, has yet made him acquainted with the object, so that it can rarely be presented to him again as a thing of interest. Therefore, the vital need of closing.

The usual mistake made by the inexperienced seller is the notion that the purchaser decides the sale. He no more decides the sale, or clos-

ing, than he decides the approach or presentation. The purchaser's mind, kept open and willing by the seller, is led to the closing.

Accepting, then, the fact that the closing of the sale depends upon the seller, let him not hesitate and waver, and throw the lead into the other mind. Let him drive straight on. Let him swim the stream and plant his feet firmly on the other shore, instead of relaxing effort and fearing that the current may be adverse.

The seller, who realizes that the closing depends upon himself, often incapacitates himself by the notion that the closing is especially difficult to achieve and that it requires a certain knack which some fortunate persons possess but that the less fortunate lack. He who can successfully approach the prospective purchaser, who can render a pleasing and impressive presentation, has surplus ability for the closing, inasmuch as he has accomplished the most difficult part of the work. That which remains to be done stands in the same relation to his prior work as the saving of the thread stands in relation to the sewing of the seam. If a woman had the ability and had put forth the concentrated effort to knit a shawl, she would not let the thread hang when her work is done. She would know that

this would mean the unraveling of her work. Nor would she imagine that some one more capable than herself would have to do the finishing. Knitting is more difficult than the saving of the thread.

The closing of the sale requires merely a single, off-hand, but positive, sentence which settles the transaction. It must not have a shadow of a doubt or question in it. The sentence must, above all things, be spoken at the right moment. This moment can not be theoretically pointed out. It must be *felt* by the seller. Let the seller trust his feeling in the matter and act promptly and strongly upon it, even if he may sometimes be wrong in his conclusions. Trusting one's "horse sense" will make it rise to the occasion. It will soon become almost infallible. The mammy cook can't tell you just how to find out when the cake is done, but she knows when it is done.

Of course, it is easy to know just about the time the closing is due, but the difference between *about* and *just* the time is the difference between failure and success. When the milk on the gas stove is boiling the gas must be turned out. If it is turned out a few seconds too soon, the milk isn't boiled; a few seconds too late, there is disaster.

In the interview the seller has presented his object in a way that made the object a reasonable, pleasing and desirable one to the purchaser. At the moment when the seller feels that the customer sees the object in the most favorable light, when for the time being he desires it, the seller must introduce the final sentence deciding the outcome. It must come directly, naturally. An illustration may serve:

An office manager of a large business house has a mental make-up which makes him a difficult customer. He rarely acts spontaneously, being most prudent, and having the habit of weighing every situation before deciding. He is taken with the idea of buying a lot in the suburbs, makes numerous trips, studies maps, discusses the subject with many friends, and ends by buying none. Evidently, he has not met the good seller of lots. This same man considers the purchase of glasses. He discovers that of late he can not see as well as formerly. He thinks that if he goes to an optician, the man simply sells him glasses. He selects three of the best-known oculists and opticians, intending to visit them all, to gather their opinion. The first one he visits tests his eyes in the usual manner, at the same time discussing logically the cause and effect of the

trouble. While the prudent reasoning power of Mr. —— is pleased, the oculist adjusts the lenses that cause Mr. —— to see better than he has been able to see for months. He feels good, and at that moment desires the glasses. The oculist is a seller. Immediately he says, and in the most offhand, decided manner: "Well, Mr. ——, we can have those lenses ready for you by Monday at three. That will be soon enough?" Mr. —— thinks it is. The sale is made. To go to the other men was an afterthought. But why bother? It is settled now, and the lenses are good. And, by the way, this prudent business man ever after that has the greatest confidence in the oculist. He recommends him to all his friends.

The sale would not have been made in this instance if the seller had not felt and used the psychological moment for closing.

Another valuable point brought out in this illustration is the advantage in closing, of leading the buyer's mind to a point beyond the sale. "That will be soon enough?" It causes the buyer to decide something other than the sale, the sale being taken for granted.

Thus far in the discussion of the closing it has been assumed that the seller was able to please

one. Thus the seller retains the lead, holds the buyer's mind harmonious, and lays the foundation for another selling opportunity.

This closing of the interview without having accomplished the sale must be done only when the seller feels that nothing can be gained by prolonging the interview, or when he realizes that the buyer's mind is growing tired, or that other things are claiming his attention. Some beginners have a notion that time is an aid and that it will help to make the purchaser's mind more favorable. In reality they are merely distrustful of self. Time is an enemy to the sale. The rule is proved by the few exceptions. *Now* is the golden time in salesmanship. The seller must remember that the influence exerted upon the buyer's mind during the interview is the best possible influence that can be brought to bear in order to win desire, and that the spark of interest created must be fanned vigorously or it will turn to ashes.

The second or third interview which may be necessary in the closing of the sale should be even more carefully handled than the first interview, because of the evident danger of an anticlimax.

If a sale was not made at the first interview—

if the actual cash transaction was not closed—the seller must not believe that his work is accomplished even tho the promise of a purchase was given. It will add to the peace of the seller's mind if he ignores all promises. This does not imply distrusting the goodness of human nature. As a rule, people are quite sincere when they make a promise, but their view-point shifts. The seller must understand that.

Let us take an illustration of the inexperienced seller who accepts the promise that Mr. —— would buy next Monday. In the meantime the seller believes that his work is done. When he sets out for Mr. ——'s house on Monday, he can't help wondering whether the sale will be actually closed. He feels that he will read his fate at once in the expression of Mr. ——'s face. The seller's mind is not poised. Instead of planning a decisive lead, he wonders what fate will do for him. He meets Mr. —— and reads his disappointment in the man's face. Mr. —— had thought it over and offers reasons, which are really excuses. What can the seller do? He mumbles something to the effect that Mr. —— should not postpone, and retires as gracefully as he can. He has irretrievably lost the lead.

The experienced seller ignores the promise to purchase. He simply knows that a sale was not closed, and that he has another opportunity. In the meantime, he has mentally reviewed the former conversation and done some hard thinking; he knows his man now, and has prepared himself for any contingency. His mind is not negative, but positively made up to a definite lead. Upon meeting the customer, he does not await a statement, but says immediately: "Since seeing you, Mr. ——, I have thought of what you said, and I want to tell you ——." He mentions something of particular interest to this customer. He gives the presentation again in a more telling, personal, and direct way than formerly. The situation is cheerful, alive, productive. All the advantage is on the seller's side.

Every successive interview should be handled in a similar manner.

VI

NEGATIONS

AN objection made by a customer must stand. It must not be combated, for it can not be overcome. An express objection is simply notice that a desire to buy has not arisen. There are objections to every desirable thing, as there is shadow to every light. The person who acquires an automobile, buys with it the care and expense and every objectionable feature that an automobile possesses. The sale includes the objections. What makes the sale? A desire for the automobile. The objective point in selling, then, is single: The creating of desire, or the bringing of latent desire to consciousness. Nothing hindering the sale should be handled by itself, nor attacked. The mind of the buyer must be led from the undesirable to the desirable features of the thing to be sold him. His view-point must be directed by the seller. A child beginning to learn piano-playing may tearfully complain of the hours of practise and the dull finger exercises and scales. The mother can not remove

these objections, but she can send the child to the piano with a happy face and glowing with ambition, if she leads it to think of the delightful piece it may play in a little while, and how every one will be pleased to hear it.

A person dislikes certain phases of an object and likes others. He will act upon the stronger sentiment. If he likes the desirable elements more than he dislikes the undesirable, the sale can be closed. Every step of the seller's work is positive; he must give no room to the negative. His work is to increase the interest, not to fight the objection.

A little child sitting on the floor and playing with a sharp instrument may be in danger of injury. The wise mother will not attempt to pull the instrument out of the baby's hand. The child will clutch more tightly as the instrument is being pulled, and it is, therefore, subjected to greater danger. An easier, more prudent, and more certain way is to offer the child an enticing new toy. It will quickly drop one object of interest for a new object of greater interest. This is working in harmony with the law of the mind.

When the seller attempts to draw an opinion or objection from the mind of a purchaser the usual result is the purchaser's tighter clutch on

his objection, and injury to the cause of the seller. The new and interesting thought introduced will be gladly accepted by the buyer.

Even the buyer's declarations which apparently make the sale impossible, such as, "I have absolutely no money," are not the things that the seller has any business with. He can't overcome the objection and make the man wealthy, nor make him think that he has money when he hasn't. Falling in line with the objection and leading from it to the interesting presentation of his object is the law of salesmanship. The seller must never accept in his own mind the impossibility of the sale, tho he may accept the objection. *There is no objection strong enough to prevent a sale.* A strong desire to possess, and no money to purchase, is very much more hopeful than the possession of money and no desire for the seller's object. What men do when they *want* to is making history daily. Columbus had no money, but he *wanted* ships; the youth had no money, but he *wanted* an education. *There is always a way.* The enthusiastic person without money can be made to earn the money for his purchase by leading some of his acquaintances to desire the object as much as he desires it. Earning power is worth more than cash, and enthusiasm for an object

on sale represents earning power in the selling of it. Let the seller not deceive himself into believing that an objection breaks a sale. The very objection may be turned into a productive factor.

One of the most serious obstacles in the way of creating a desire for the object after the approach has been successfully handled is what may be termed the personal negation. It is projection of the seller's personality over and above his object, thus obscuring the object and centering the interest in the seller himself. Personality is a great factor in the sale, but the personality must be completely thrown into the object presented. Otherwise the sale is lost and mere personal admiration gained. And even if the personality of the seller were sufficiently dominant to accomplish a sale for friendship's sake, the sale is a poor one, because the buyer does not care for the object, and thus the sale does not represent a nucleus for more sales, an effect which is all important in progressive business. Then, too, a seller who depends upon personality for sale-making is limited in that he can sufficiently impress only a limited range of people. The seller, who stands on a wider foundation than his mere personality, has a proportionately wider oppor-

tunity. That personality may be most impressing and still not effect the sale is evidenced by the following anecdote:

A young seller, a very glib and delightful speaker, approached a farmer, who, leaning over his hay-fork, listened eagerly to the fluent presentation. This presentation was more gripping in the manner of its delivery than its lead to the object. The farmer quite fell in love with the young man and watched him as he would some clever performer. "Come into the house," he said, eagerly, "I must show you to my wife. Talk for her, too, will you?" And likewise the farmer's wife quite approved of the young man. As he was not for sale, however, no sale was made.

The personality, if projected, may also act in a displeasing way upon the prospective buyer and undo the work of the presentation. The following illustration shows the error of the assertion of the personality, the error of argumentation, and the supremacy of true salesmanship.

"I can sell life insurance to anybody," boastingly asserted a young seller at a boarding-house table, on a rainy evening, when the few boarders hung around. "Well, you couldn't sell it to me," snapt a man, who was antagonized by the

young man's boastfulness. "Couldn't I, tho!" The young seller launched forth right then and there, projecting argument after argument in favor of insurance. The attacked man hit back as hard as he knew how with every argument against it. When the arguments were all exploded, the seller and his victim were pretty much heated and almost enemies. A *real* seller, sitting near, had been acquiescing in every statement made by the would-be buyer. He did not know much about life insurance, but gathered all its good points from the heated arguments of the seller, and all the rocks to be avoided from the argument of the opponent. The good seller took his man to one side. They had become friendly allies. He began gently to advance each favorable selling point gathered and soon had the man so enthusiastic about life insurance that he took out a policy.

VII

THE LARGER SALE

THE multiple sale, effected by means of the lecture, is on the same plan as the direct, single sale. The lecturer has the more difficult task of getting in touch with his audience, whereas the single seller needs merely to get in touch with the individual mind. The lecturer must lead through the logic of the presentation and make his appeal to the child, or to that in man which is emotional and capable of inspiration. The real impression is always created when over-caution is thrown off guard or held captive in wonder. It is then that the gates to the individual, as it were, are thrown open. The impression sinks to the depths. A heart appeal surprises caution, and the person is stirred. These are the moments that the lecturer strives for. The most elaborate theorizing would not give him that. The audience, cold, would at best simply nod acquiescence. But with caution silenced while the heart listens, where may not persuasion lead?

The lecturer has the advantage of the stimulation afforded by numbers. The interest of the individual increases in an interested company. The point of desire, or highest impression, is more gripping. But, on the other hand, the lecturer has the disadvantage of inability to close. If, in a political-sale lecture, the votes could be taken at the moment of the highest tide of enthusiasm, none would be lost. So that time, and the "thinking over" which it entails, and the opportunities for receiving adverse impressions, has opportunity to undermine the lecturer's work. This can be counteracted only by the individual following-up of those interested by the lecture—in other words, having a single, direct sale clinch the interest created by the lecture.

The sale through the advertisement is achieved on the same principles as all other sales. The advertisement must have that in it which first attracts the eye. This is the advertisement's way of "getting in touch." It must tell something, clearly, and logically, and create a desire for the thing represented, mainly by showing the difference between it and other similar things. A merely attractive advertisement, even one that defines its object clearly, is not as good a seller

as the one that sharply lights up a quality in the object not possessed in the same degree by any other object. A piano "ad" may wake a desire for a piano; to create a desire for a particular make, show its distinctive and attractive feature.

Selling through writing letters has the same disadvantage as lecture selling in its inability to close, but it has the advantage of frequent repetition. The advertisement can not raise the mind to the height of enthusiasm that a lecture may, but it represents the slow and steady hammer stroke of continuous effort. Everything yields to the steady, quiet, ceaseless effort; even the great walls of iron in the iron foundries, upon which the blunt hammer stroke continually falls, will crumble. Here lies the power of good advertisement; but advertising which is not continuous brings transient results and has no cumulative effect.

The great seller is he who can awaken desire, not merely in one person for an object, nor even in a multitude for an object, but for selling itself. There is a dormant seller in every one, more or less capable, more or less productive, who will respond to the right word of the greater seller.

That brings us to the employing interview, which represents the selling of selling. The underlying principles are identical with those of the single selling interview. There must be the getting in touch, the presentation, the reaching of the individual. It is strictly an ideal sale, there being no concrete object to discuss, and there, therefore, exists the greater need of comprehending the nature and aspirations of the prospective purchaser. The seller or employer must be sensitively alive, less to the actual faculties of the person interviewed than to the trend of his mind and the direction of his ambitions. If salesmanship can be allied to this trend or to these ambitions—in other words, if the employer can present the realization of the individual's desire through salesmanship, his sale can be closed. The obstacle in his path is a common prejudice against selling—not real selling, be it understood, but against what the individual believes selling to be. The end or achievement is desired by all as it spells power, freedom or financial independence.

Why should the glorious sale, the soul of progress, be looked at askance? Really it never is. People are proud of the fact that they have bought the clothes they wear, the house they

live in, their automobile, their education. In order to enter the ranks of salesmanship one must step high. Salesmanship is the practical thing, the developing force, the opportunity. Who says that doors are closed and opportunities few? Why, the whole wide world is waiting to be sold to! Every one is eager to earn money because every one is eager to buy.

The seller of salesmanship has a wider focus, is more far-seeing and impersonal than the seller of an article. He is less sympathetic in detail, and more critical of the individual. He measures possibilities of development. He is strong, direct, uncompromising, inspirational, and uplifting. He demands much, and he justifies his demand by creating a conviction of the greatness of the opportunity.

The directing of sellers means to keep them on the highest level of productive efficiency. There is only one practical inspiration, and that is achievement. The director must keep people so earnestly busy that they have no time for discouragement. He must continue to exert the principle of the selling interview—the leading away from objection to the desirable point. People develop along the line of their natural strength. There is not much use discussing or

worrying over their shortcomings. The director leads on, as in the interview, along positive lines. He makes room for their individuality, and leads them to do what they *can* do. He gives them the feeling of being right as they are, and inspires them to go ahead.

The master seller is he who can awaken and launch the employers and directors of sellers. Every phase of salesmanship has been mastered by him. His faculties have been trained by hard experience; he has learned the weakness of difficulties and the power of indomitable will and purpose. He is master of himself, and, therefore, has the power to lead others.

The master seller directs his efforts to the point whence springs the widest flow of production. He never does what he can lead some one else to do, always poising himself on a higher notch and getting at the cause of causes, tho just as able and ready to perform the most ordinary labor if the hour calls for it. He is in tune with humanity; links supply to need, and represents not only the priceless initiative which can pass from him to those he directs, but also the governed and wise system of achievement. His mind is pitched to the highest point of quiet, confident enthusiasm.

This high pitch of the mind is also the pitch of courage—the courage which unflinchingly gazes upon its aim, paying no heed to what lies between.

Scientists told Napoleon it would be impossible to cross the Alps. They proved it theoretically. "There shall be no Alps," was the unqualified answer which will live as an inspiration for all time. And the spirit that answered thus was the spirit that crossed the Alps.

The master seller, facing the inertia of the human mind and calling on self to fill it with living desire, confronts all conditions similarly. He gives; he does not accept. Conditions are the things to be molded—the wax in his hands. He questions only when there is need to adjust his mode of action. He is sympathetic only when there is need to learn, so that he may lead to strength. He is the doer. Results emanate from him as warmth from fire. All negations are substanceless in his mental make-up. He steps into the day with the personal responsibility of leading all conditions and people to achievement.

To do this he first of all must know how to lead himself. He has discouragements as other men; the melancholy streaks, the disappoint-

ments, the "what's-the-use" feeling; he had ambitions to shine in certain ways which life broke; he believed he could do certain things of which after earnest trial he made a failure; he is not recognized by some whose recognition counts with him; he can't touch certain lines which he admires; that heart of his has often bled in silence. In other words, he has all the frailties, all the impressionability and sensitiveness, of other men. But he developed that in him which lifts him beyond their influence. He knows that poise is possible in spite of all disturbance, and that success is possible against all odds. There is that in him which rebounds.

The sick body is restored through its own recuperative energy, and the disturbed and doubtful mind by the same power, mental. It is not ability that makes people successful. The ablest person may be the greatest failure, tho ability furnishes weapons. In the crisis of a disease, the apparently strong may go under and the apparently weak survive. In a crisis, Nature opens her hidden stores of reserve and stirs the fight of the body against the foe. So, mentally, the difficulty tests the fiber of the mind. The master-mind hits back, asserts itself unflinchingly in the face of overwhelming attack.

The stronger the position of the mind against its obstacles, the calmer and more serene it is.

Salesmanship is, indeed, the key to power over self and condition. It implies patience. It realizes the law of natural results, and is armed with persistence. The persistence that built the pyramids of Egypt, that brought men by slow stages over the wide, burning deserts of our land, belong to it.

Salesmanship means victory. The master seller, conquering his own mind, holds the key to all minds. The world acclaims him. The huge army of loyal workmen work conscientiously for him while he opens the market for their ware; the great world, anxious for the new thing which leads onward and upward through the weariness of life, secretly clamors for him; and success, in the new achievement of each hour against negation and inertia, smiles upon him.

VIII

THE STORY OF A CAREER

A VERY young man had learned the trade of his father, and he served it faithfully as his father and grandfather had done before him. All those who followed this trade were making a fair living, but they could never rise above the wall of limitation to achievement which the work imposed. There was no leisure for self-development, no possibility of rising in the world and placing the personal impress upon affairs and people. The young man looked upon his father, who had grown gray in hard service, whose means were small, whose features were marked with care, within whose glance hope and aspiration were wiped out before he had reached the zenith of life; and the young man grew very thoughtful. He knew that this was the price the working man pays. He also saw and appreciated the compensation. The meager circle of home and friends was sweet; it was good to work, and while life did not stir ambition, there was the quiet peace to which ambition is foe.

There is more enjoyment of simple things than of complex, and so the people in the lower walks of life have a certain advantage. Then, too, the working man has the work given him; he doesn't have to create it; and that is a boon to the average mind. Many a good housewife will say, "I don't mind cooking, if only some one would tell me just what to cook." The working man is always told "what to cook." In other words, he doesn't grapple with life itself and first create the block of wood to cut to kindling; he has others to give him the block. His grievance is against those who will not supply him with blocks, or who supply him with poor ones, never with himself for his inability to produce the block.

The young man knew this. His observation of life had taught him that. He knew that a person who would wax indignant if you called him lazy in spite of his honest work, is yet usually lazy when it comes to initiative. The creative mental work is the hardest—yet the most satisfying—work of all. The ordinary good stenographer would rather at any time take ten letters in dictation than undertake to compose one herself which will stir people and build business.

Our young man knew, furthermore, that initiative requires tremendous courage; that it never permits you to think of protecting yourself; that the working man may ask, "How much shall I get if I work eight hours a day?" but that he who has initiative asks no such question. You may get nothing, you may be in debt, after months and months of strenuous work which is not measured by the clock; and it will be work which will not be shifted for a moment from your shoulders; you will sleep with it, eat with it. It won't be the kind of work from which you can turn and say, "Well, until to-morrow." It grips you. It's yours to worry about; yours to grapple with; yours for defeat or victory. Of course, Nature pays big prices for such work carried to victory. And when those who have arrived with their heart's blood in the accomplishment are in their high places, then the multitude, which does not know, thinks them fortunate and compares earnings. Men always like the results and acclaim their readiness to work faithfully to achieve. The test is the initiative. Will you leave all, surrender all security, give up the stickling for time and its adequate reward, leave peace and the sweet, settled conditions behind, and *dare*? And, not only as an experi-

ment—for Nature detests experiments, her laws are fixt—but dare for all time until the goal is reached? There must be invulnerable patience, exhaustless persistence.

These were the thoughts that came to the young man when he returned from work one evening, and the next day, stepped out of the rut. There was no opening, no opportunity—these were for him to create. It was hard to leave the snug place of his work and his home. Only one person understood him—his mother. She was strong and fine. Perhaps it was her spirit that was surging in the young man's brain. "Make or break," she used to say to her boys. She found it preposterous to let circumstance have its will. So she looked into her boy's eyes, and she understood.

The boy started to sell goods. He knew nothing of selling; he sold simply because selling is the ever open road to independence for all. Knowing nothing of selling, he made blunders continuously. Experience is the severest teacher in the world. All the rebuffs, the discouragements, the failures the young man experienced had nothing to do with selling, but had everything to do with the ignorance of it. During these hard months when he feared to ring the next bell

just because his courage failed him to present his business, he learned, point by point, and in the hardest possible way, the art of selling. He found that when a thing is done rightly, it ceases to be a strain. He remembered a candy-pulling of his childhood. He did not know how to pull the candy, and he strained and strained against the grain until his arms ached, and all that he had for his pains was a hard lump which was worthless and had to be cast aside. He had learned that night how the thing was done and what a pleasure it is to pull with the grain, and how gratifying the results. Slowly the art of salesmanship lost the strain for him. He learned how to avoid meeting the total stranger, how to secure introductions, how to reach the mind. And then, gradually, he came to love the work.

It paid his way through college and opened the door of the world to him, so that he became more independent and self-reliant; at the same time it placed him in close touch with the public and its needs.

Equipped with education and the experience of meeting men, he chose not to select a career and more or less follow a groove again, but to create one. He was close to people and their wants. He chose a need sympathetic to him

and set about to produce its supply. It is said that if one wishes for fame, one must adopt an unpopular cause, give it one's whole life and strength, and die for it. Our young man did not wish for fame, simply for complete self-expression and for the widest play of practical, vital results. He foresaw these results in the line he chose. The foundation and the superstructure of the whole thing rested on salesmanship. He knew its power of awakening the mind to the new, of blazing the trail through prejudice, through all fossilized conditions, to the wider perspective and the greater good.

Thus he began his career. Difficulties closed around him, hemmed him in. Prejudice and antagonism loomed and all but overpowered him. Many a night upon going to bed he feared that all he had accomplished thus far would be wiped out by morning. Heart-sick, growing in debt, ridiculed, he struggled on and on, sometimes having to do with one meager meal a day, and walking miles because he had no car-fare. Still, he never had the temptation to start something else. He knew that persistence meant not only continuous work, but continuous work *at the same thing*.

Work at the same thing! Even his little dog

knew that. He happened to have found a stump in the backyard. The stump stuck deep, and men had given up trying to pull it out, but this little fox terrier considered it his duty to get at it. He pulled and tugged until his breath was gone. Then he rested near the stump and gathered strength, and pulled again. He had to go out sometimes, but he always came back to pull the stump. He had to be fed, but he gulped down his food, brought the bones to the stump so that he could contemplate it while eating, and then pulled again. He slept near the stump, sometimes keeping one eye upon it. Was there a law in the universe that could hold that stump in the earth? Not while the little dog was alive and pulling.

The great pulling and digging that our young man did, the tremendous hardships and difficulties he had to meet for his chosen line, the bitter fights he had to make for it, endeared it to him, bound it to him with bands of steel. But he was human, nevertheless, and he had his hours of doubt. He often wondered whether it was all worth while and whether the law would really fulfil itself with him. It was then that a little humorous story happened to catch his eye, and simple as it was, it gave him cheer and served

as a guide, and, perhaps, was in part responsible for some of the great aftermath, as insignificant details often play a tremendous part in history. This was the story:

It was told of a certain milkman that he watered his milk a little at a certain pond each morning upon driving to market. One morning he picked up two little frogs with the water, and these frogs began a vigorous kicking in the can, seeking to get a foothold and a means of escape. At last one little frog said to the other, "It's of no use. I can't do a thing and I might as well give up." Thereupon the other frog returned, "There's nothing better in the world to do than to keep on kicking. I'll die before I'll give up." Frog No. 1 tried it a little longer, and being still unsuccessful, gave up and died. Frog No. 2 kicked the more vigorously, the more hopeless the thing appeared. And with his excessive kicking small lumps of butter formed upon which he could sit, and then when the can was opened a good jump brought him to freedom.

Our young man, too, worked the more vigorously the more hopeless the situation became. And for him, too, the small lumps of butter gradually formed, while with this work of self-development, he grew so strong that he was like

the man who could not be discouraged. That is, the man, be it remembered, upon whom Satan can have no hold. "You have good cause to be discouraged," always whisper the little imps of Satan in the ears of men. And at last, at last, the men agree and are lost. But our young man had no ear for these whisperings, so that the imps finally returned to Satan, saying, "We're discouraged with that man."

Little by little his work prospered and grew. He enlisted men of working capacity, men of initiative, and the cumulative efforts rapidly increased the momentum of the progress. The most able and productive man can do little by himself in any great undertaking. It is the working with large numbers alone which can insure great results. That is why salesmanship express in enlistment ranks so high. Even if mediocre persons are enlisted, multiplying their individual mediocre productive power by the hundreds of thousands will mean tremendous returns. No one man can make history unless he can enlist armies of readers, followers, or workers. He must send his idea through many others in order to establish and promulgate its force. The idea, the initiative, of our young man was being multiplied in all parts of the country. Branches were

started everywhere, and these branches developed simultaneously into a powerful organization. Positive advancement was always the order. There was never any hitting back nor antagonism, no argument or qualification, just a straight, single-handed going on and on, working, doing, building.

The slow harvest ripened. Our young man, matured to full manhood, stood before the world a successful, prosperous business man. But to hold is sometimes even more difficult than to achieve. Nature will not tolerate our holding things lightly. Eternal vigilance is the price of possession. And when we think we have, even with our vigilance at a high pitch, we may lose all when Nature strikes at the foundation of things and makes her final test of power.

A city was in flames for days; things that were considered solid and permanent wavered and crumbled; fortunes went into smoke, and possessions were ashes. The tramp stood side by side with the man of achievement, the two apparently equal, both empty-handed, both powerless before the leveling of Nature.

But there was a difference. The one who had lost much because he had possessed much, had acquired the strength which pitches itself above

all adversity, seeing in all that happens merely an opportunity. "Gentlemen, this is the beginning of a new era. From this time on our real progress begins. See, the flames are the promise and the symbol of the real glory of our future!" cried the hero of our story to the stricken men who watched the things they held dear disappear from them. He passed through the smoke-filled streets, knowing well that he had sustained the greatest loss, but knowing, too, that his work had not been in vain, for it had given him a keen desire to try again.

He worked among the ashes of a city and upon a ruined fortune, and, step by step, retrieved. It required a full concentration of heart and mind, an uncompromising singleness of purpose. Personal affairs that came very close, other enterprises, tried to dissuade him from his objective point, or at least to weaken his concentration. But grimly he held to his post. Neither love nor sorrow, personal loss, flattery nor opposition, could make him swerve for an hour. Thus he reached a greater height, built a stronger fort of achievement. Success, double-crowned, was his.

But his true, real possession is his key to other minds and his power to lead them. In his huge business, departmentized, self-controlling,

world-wide, he is the fountain-head of inspiration.

"I want you to do this work," he wrote to one of his men.

"You don't know how difficult it is," came back the answer.

"Quite the contrary," he wrote. "I know the task is more difficult than you have any idea. I sent *you* because I had measured the difficulty."

The man rose to his best.

One of his managers came to him with a perplexing question. He felt very much like doing a certain thing that he didn't dare do because it entailed a financial loss to the business. "What would you do?" he asked. The chief thought awhile, then gave his decision exactly in line with the manager's own thought in the matter. The latter went out, delighted.

"Your decision surprizes me," said another manager, who had heard of it, to the chief. "That action will be a serious financial loss to the business."

"Which will not be one-hundredth part as great as the loss of the manager," was the chief's calm answer. "If Mr. —— is manager, he must understand that whatever he feels he ought to do is the right thing and unconditionally endorsed by me. If I gave him an order

contrary to his own belief, he would be reduced to a mere employee. If the responsibility is his entirely, he'll soon rise if he falls. It is leaders we must have."

And it is leaders which this great man produces—self-reliant men who stand on their own feet and ask no favors of fate. His wealth is the smallest part of his achievement. The army of men and women whom he has raised from inefficiency to self-assertion, from asking to giving, from non-production to production, from negation to positive action, are living monuments of his power. He is the incarnation of salemanship.

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